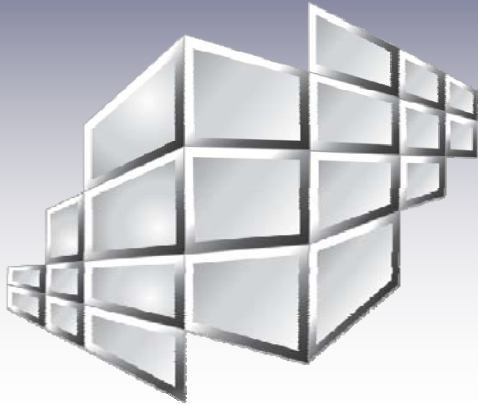


STRATEGIC INSIGHT

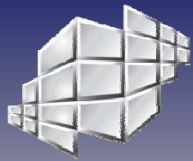


A Value Proposition for Diversity

Military Operations Research Society
Personnel and National Security Workshop
January 26, 2010

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Armed Forces leaders say

The strength of the Air Force comes from our people – and in large measure from our diversity

Secretary of the Air Force 2009

Diversity of thoughts, ideas, and competencies of our people keeps our Navy strong, and empowers the protection of [our] freedoms

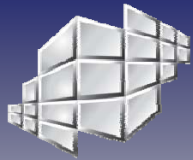
CNO Roughead

Our ability to recruit, retain, and promote a diverse, quality force is essential to progress and mission accomplishment

GEN Conway, Commandant, US Marine Corps

Diversity sparks innovation and incorporates fresh approaches. It provides well rounded perspectives in problem solving that let us identify better ways of performing [our] duties

ADM Allen, Commandant, US Coast Guard



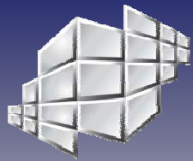
Corporate leaders say

Because we know that the diversity of our employees gives us a distinct competitive advantage, our vision is to build a workforce that reflects the populations we recruit from in the places we do business today and tomorrow.

Dow Chemical Company, 2009

With operations in more than 100 countries, **Chevron** values the rich diversity of ideas, experience and skills of our employees, and we work to apply this diversity to everything we do every day.

Disney views the development of a diverse workforce as a business imperative and a catalyst to achieve better performance. ... We believe that a diversity of opinions, ideas and perspectives enhances our internal creativity and the company's vitality.



Today's Discussion

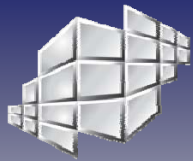
- Diversity Imperatives

- Terms of reference
- The changing demographics of the US resident population
- Recent research – diversity and decision making
- Military leadership

- Diversity Challenges

- Academic preparation

- Takeaways / Conclusions



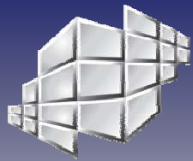
Terms of Reference

■ Diversity

- 'differences in a group's demographic characteristics, cultural identities and ethnicity, and training and expertise' [Hong and Page, 2004]
- Race and Ethnicity are some of the aspects of diversity

■ Identification of Race/Ethnicity

- 1997 OMB decision moved to 2 questions with an emphasis on self-identification
- Five race identifiers
 - American Indian or Alaskan Native (AIAN), Asian, Black or African-American, Native Hawaiian or other Pacific Islander (NHPI), White
 - Multiple race identification allowed
- **Ethnicity** – Hispanic or Latino / Not Hispanic or Latino



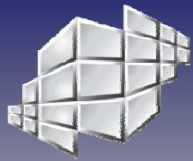
The changing US population

The dynamic portrait of ... an increasingly minority driven youth and working aged population, and a growing white boomer dominated senior population, is startling.

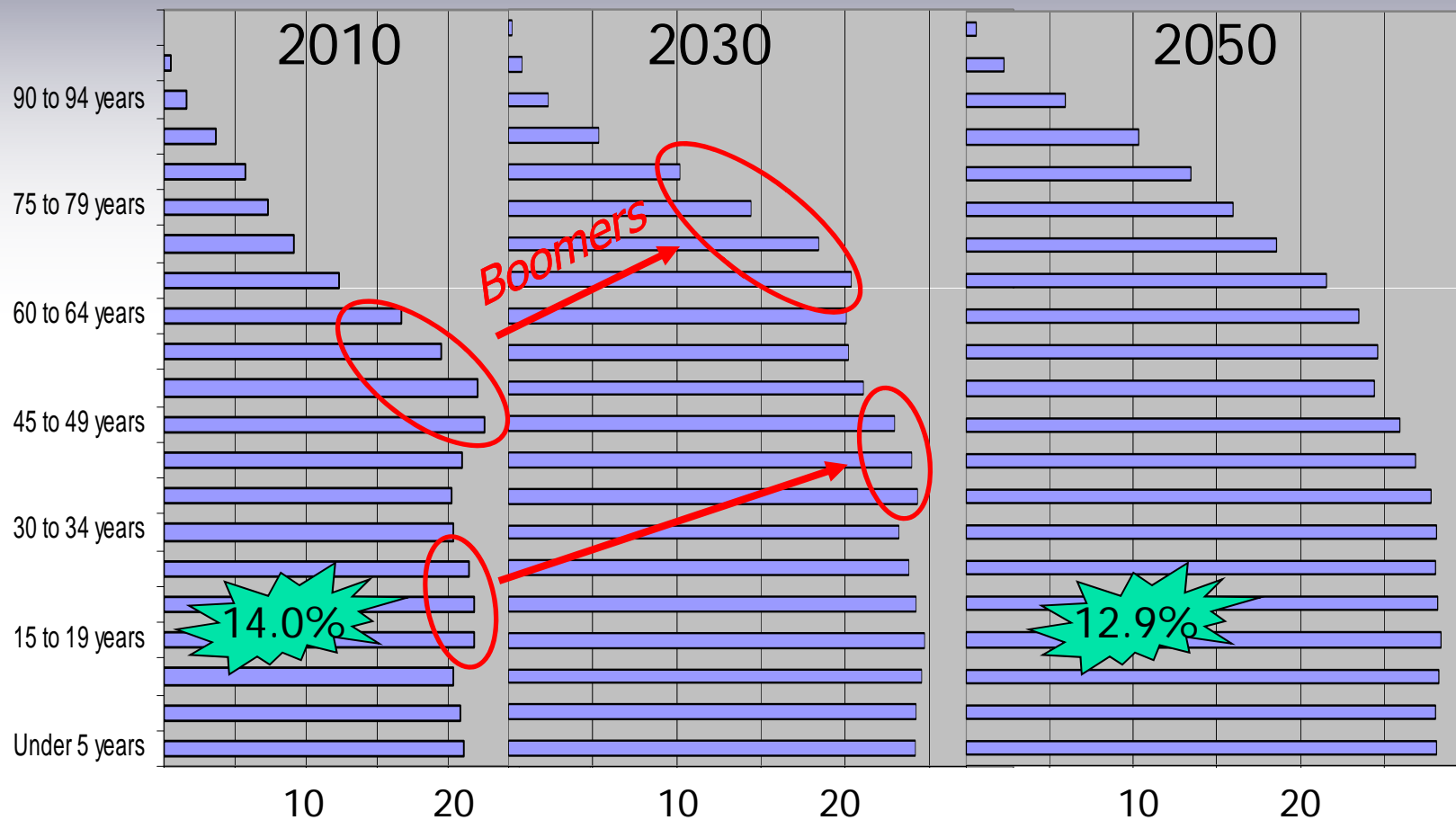
Brookings Institution, Aug 2008

Demographers see it as among the most intensive changes of a country's racial and ethnic make-up in history, every bit as dramatic as the huge influx of Italian, Irish, and east European immigrants that transformed the US in the early 20th century

The Guardian, August 15, 2008



An growing, aging US pop'n

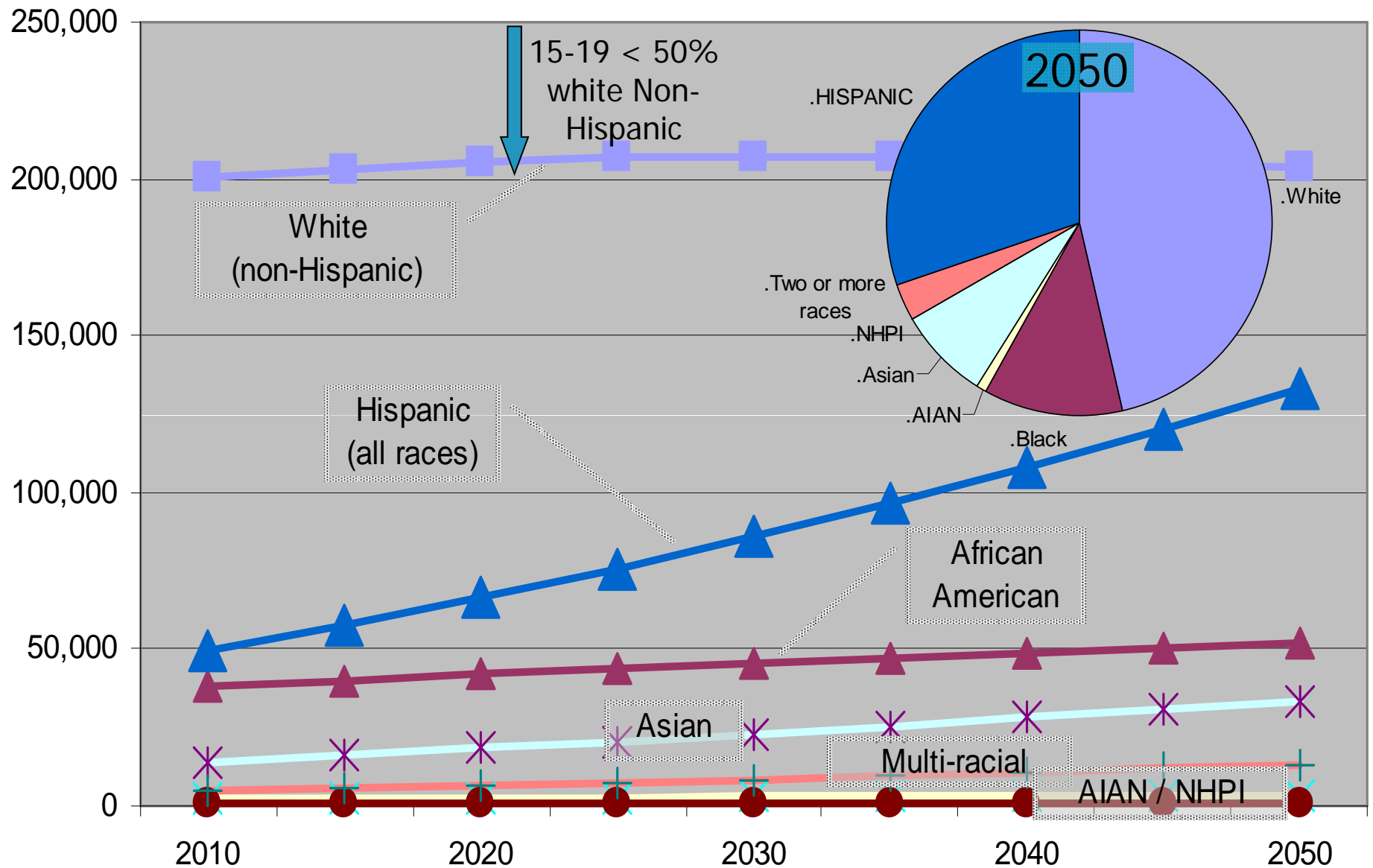


US Residents, Millions

Source: U.S. Census Bureau, Population Division, 2008 projections

7 | <http://www.census.gov/population/www/projections/index.html>

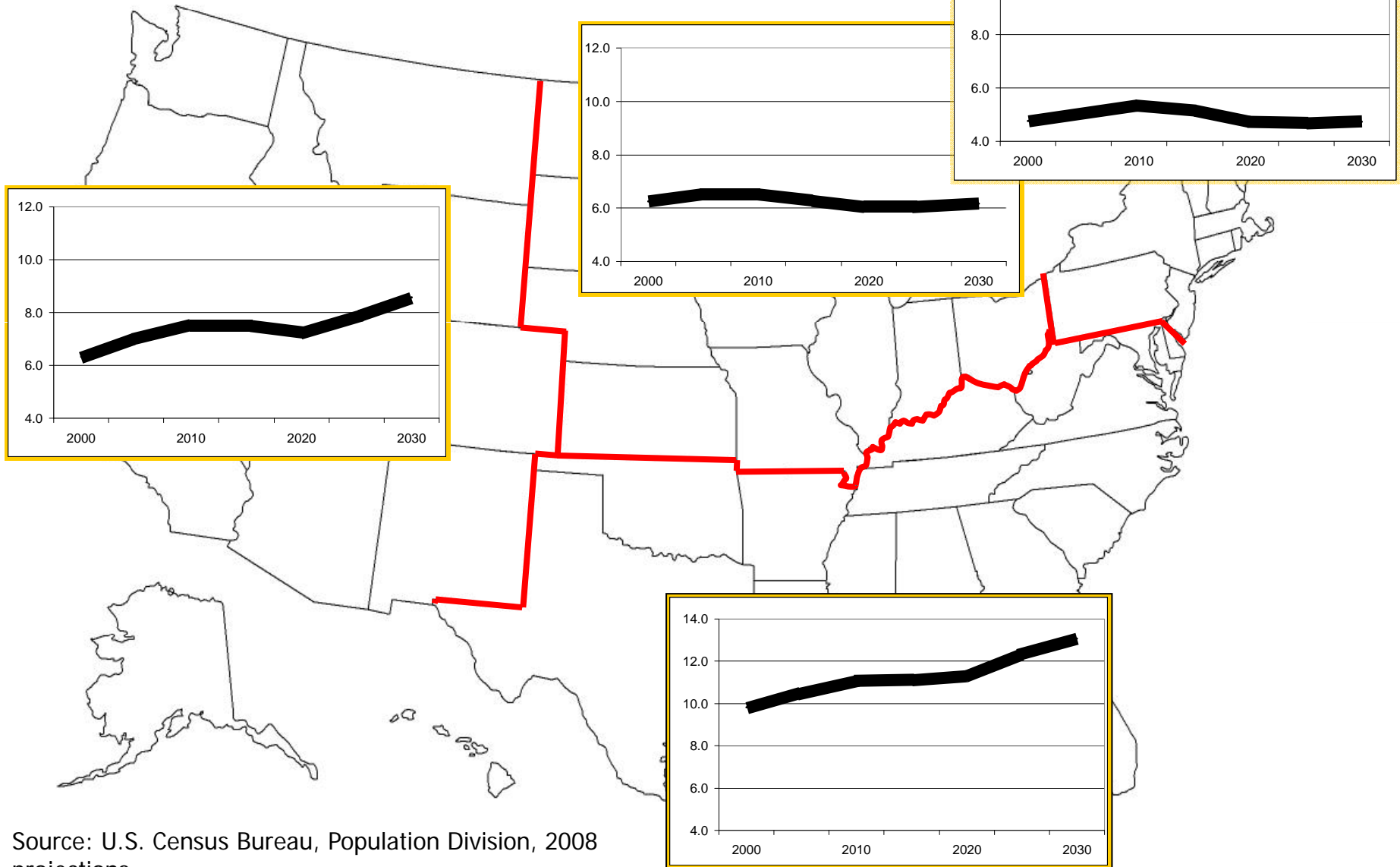
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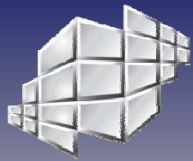
African-American, Asian, AIAN, NHPI does not include Hispanic ethnicity

Source: U.S. Census Bureau, Population Division, 2008 projections

Age 18-24 Population by US Region 2000 - 2030



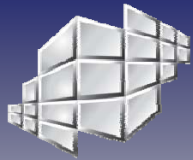
Source: U.S. Census Bureau, Population Division, 2008
projections
<http://www.census.gov/population/www/projections/index.html>



Diversity and decision making

- Majority of studies conclude that heterogeneous (diverse) teams ...
 - Are more innovative
 - Produce unique solutions to problems
- In team or group problem-solving settings, diverse teams
 - Make fewer factual errors
 - Take in a wider range of facts and perspectives
 - Use different problem solving styles to develop better solutions
- Ideal state – high ability, diverse teams/groups

Jackson, et al, 1995; Hong and Page, 2004; Sommers, 2006



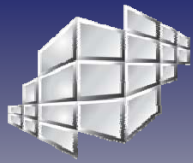
Diversity and military leadership

- *Amicus* brief in 'Michigan Cases' by 29 retired senior military leaders (15 four-stars)

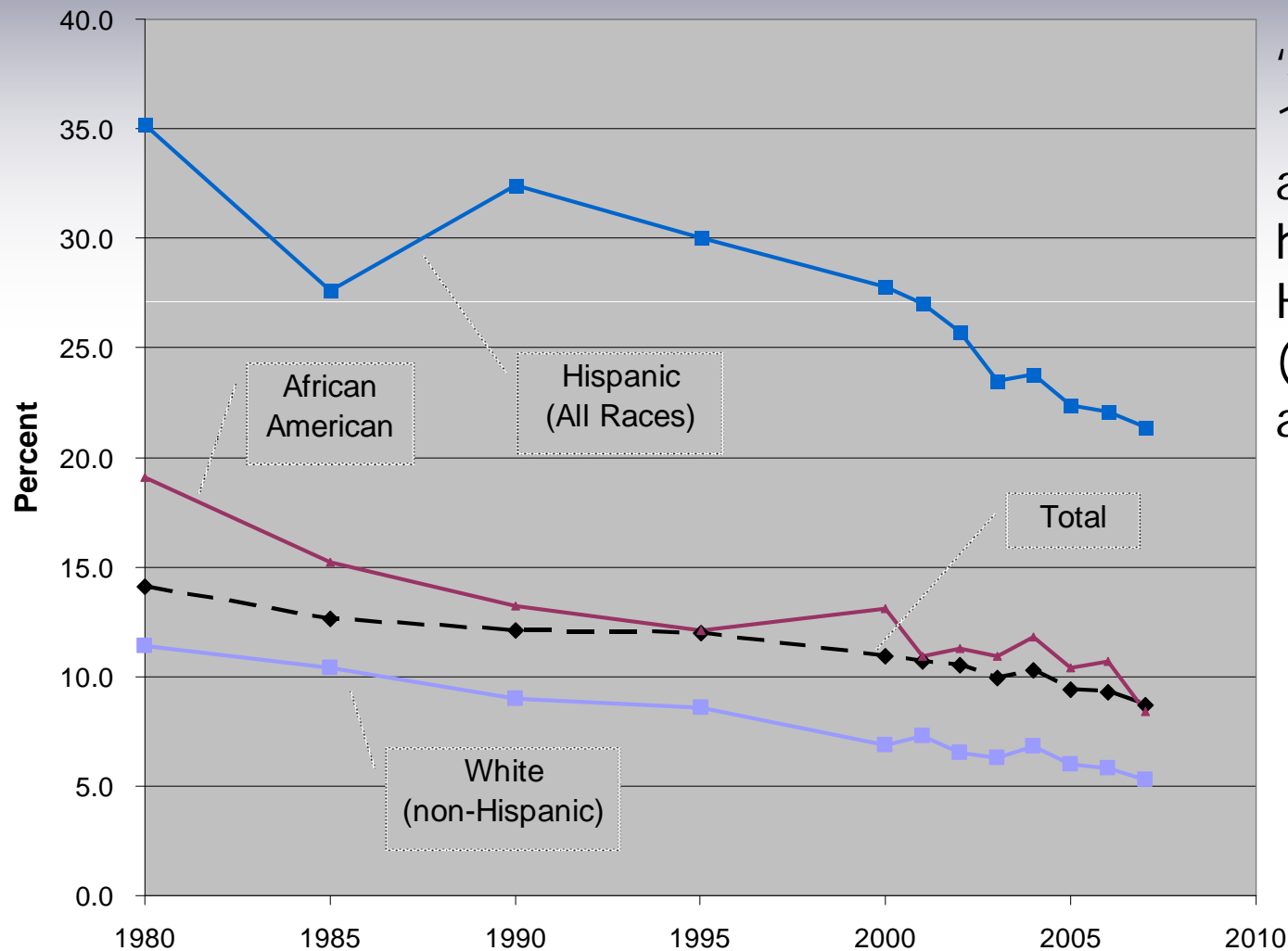
"The armed services must have racially diverse officer candidates who satisfy the rigorous academic, physical, and personal prerequisites for officer training and future leadership"

- **Lessons of history**

- 1948 desegregation Executive Order
- Vietnam era – racial tension & inability to fight due to 'chasm' between racially diverse enlisted corps, 98% white officer corps
- Increasing officer diversity essential to unit cohesion & effectiveness, limited and focused efforts at accession have been effective.

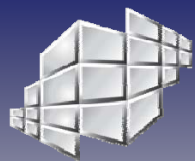


Challenges - High School completion



'Status' dropouts –
16 to 24 yr olds who
are not enrolled and
have not completed
HS credential
(Diploma or
alternative)

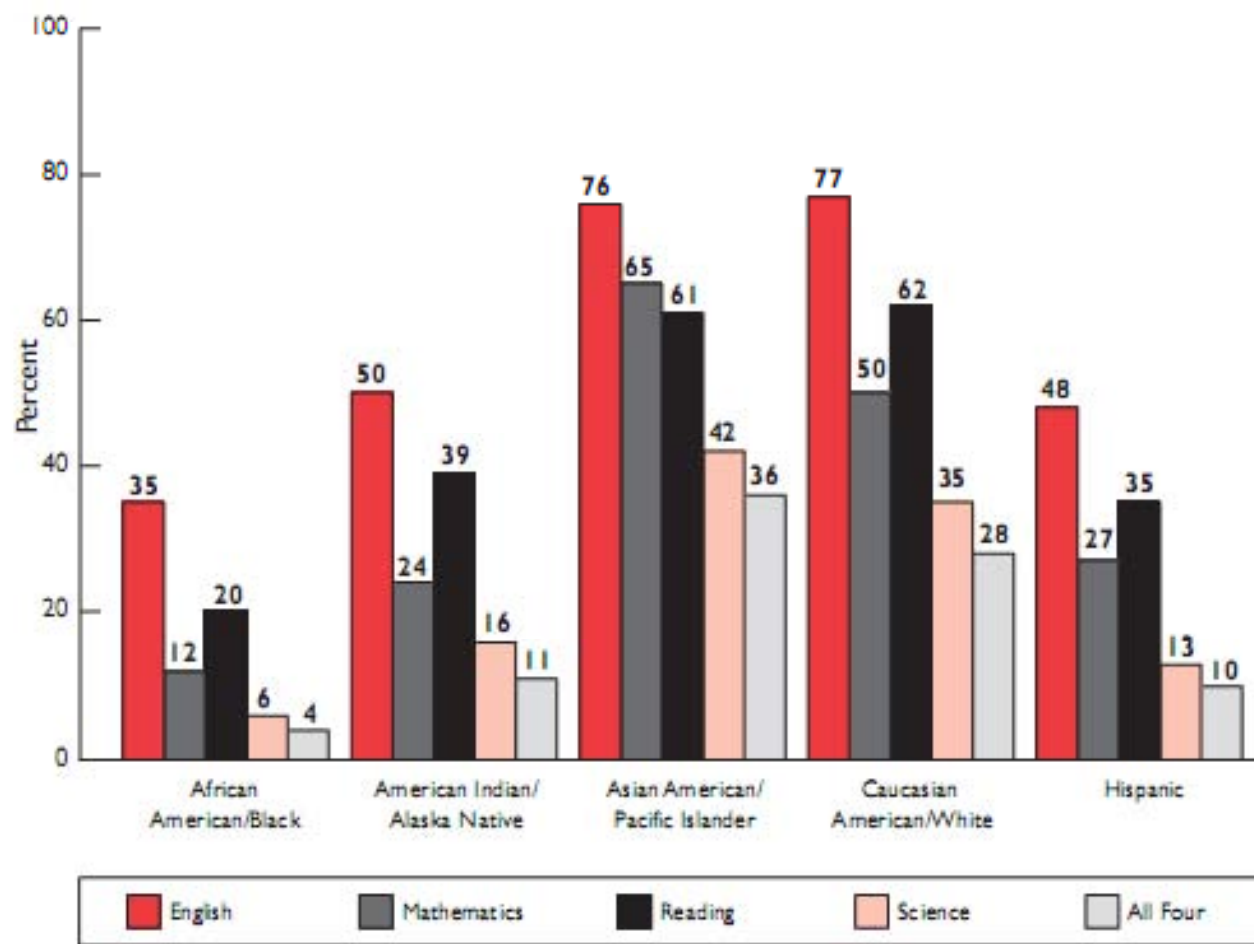
SOURCE: U.S. Department of
Education, National Center for
Education Statistics. (2009).
*The Condition of Education
2009* (NCES 2009-081)



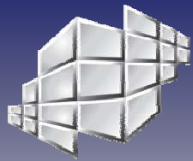
Challenge - College Readiness

College Readiness Benchmarks by Race/Ethnicity

Percent of students meeting ACT College Readiness Benchmarks by race/ethnicity, 2009

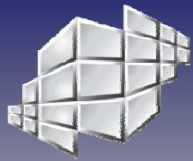


- Hispanic, African-American, AIAN have lowest College readiness
- Science readiness is weakest dimension, Math second-weakest
- National focus - increasing STEM readiness



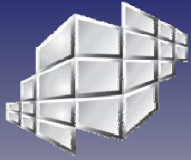
Takeaways / Conclusions

- US resident population dramatically shifting in race, ethnicity, and age
- By 2021, youth from 'minorities' will be over 50% of the age 15-19 population
 - Hispanic ethnicity the fastest-growing group due to birth rates & immigration
- By 2050 - White, non-Hispanic are less than 50% of population
 - US resident population 439 Million (310 Million today)
 - Median age rises to 39.0 (from 36.9 today)
 - Youth 15-24 are 12.9%, down from 14.0% today

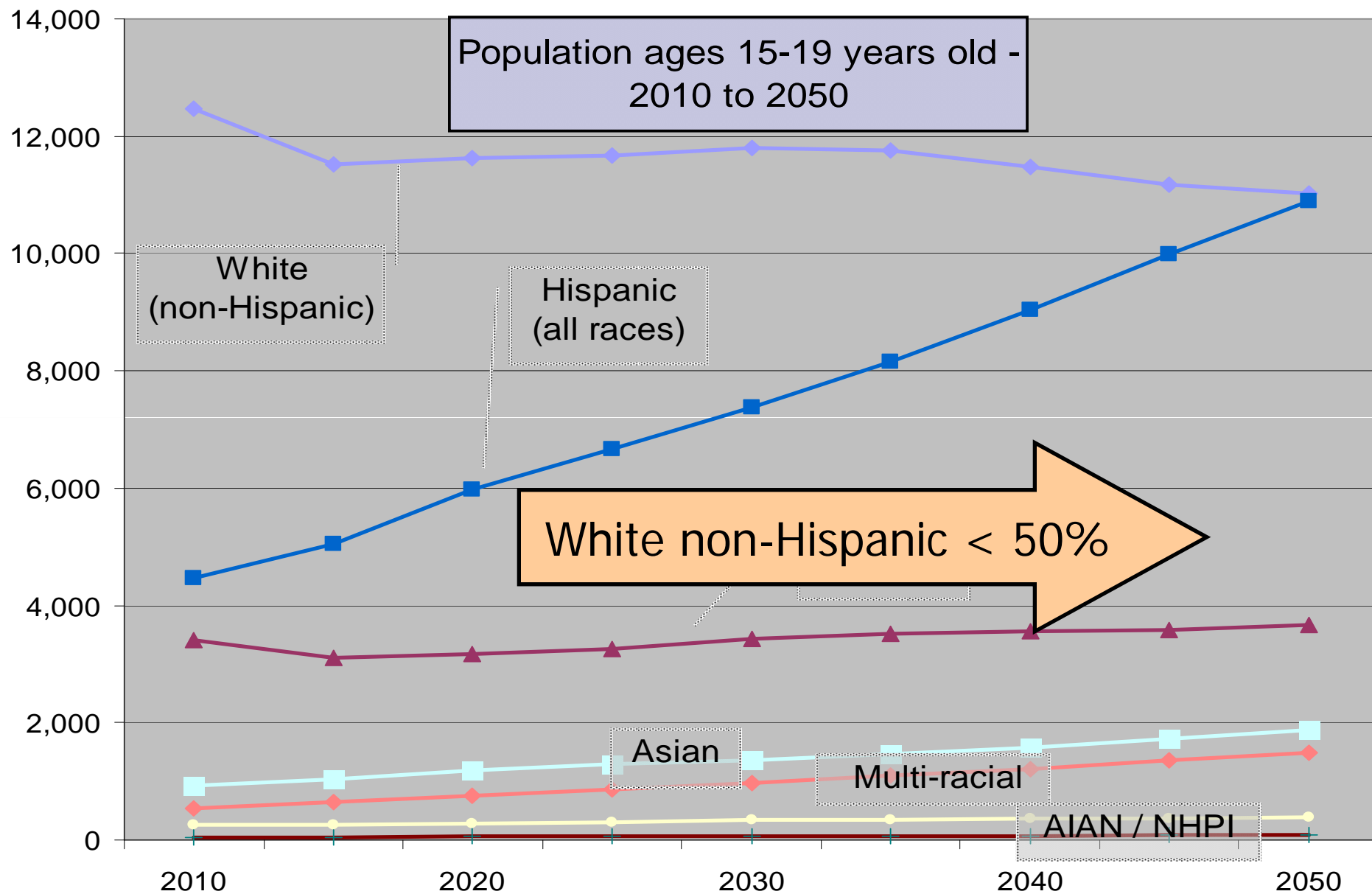


Takeaways / Conclusions

- Strategies to position for talent within minority markets are all about being ready for the US future population!
- Educational attainment and testing trends are a national challenge.
- Substantial research links diversity and improved team problem-solving skill
- Armed Forces reliance on unit cohesion requires continued focus on diversity.

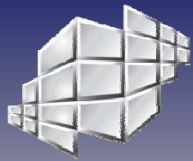


Questions / Discussion

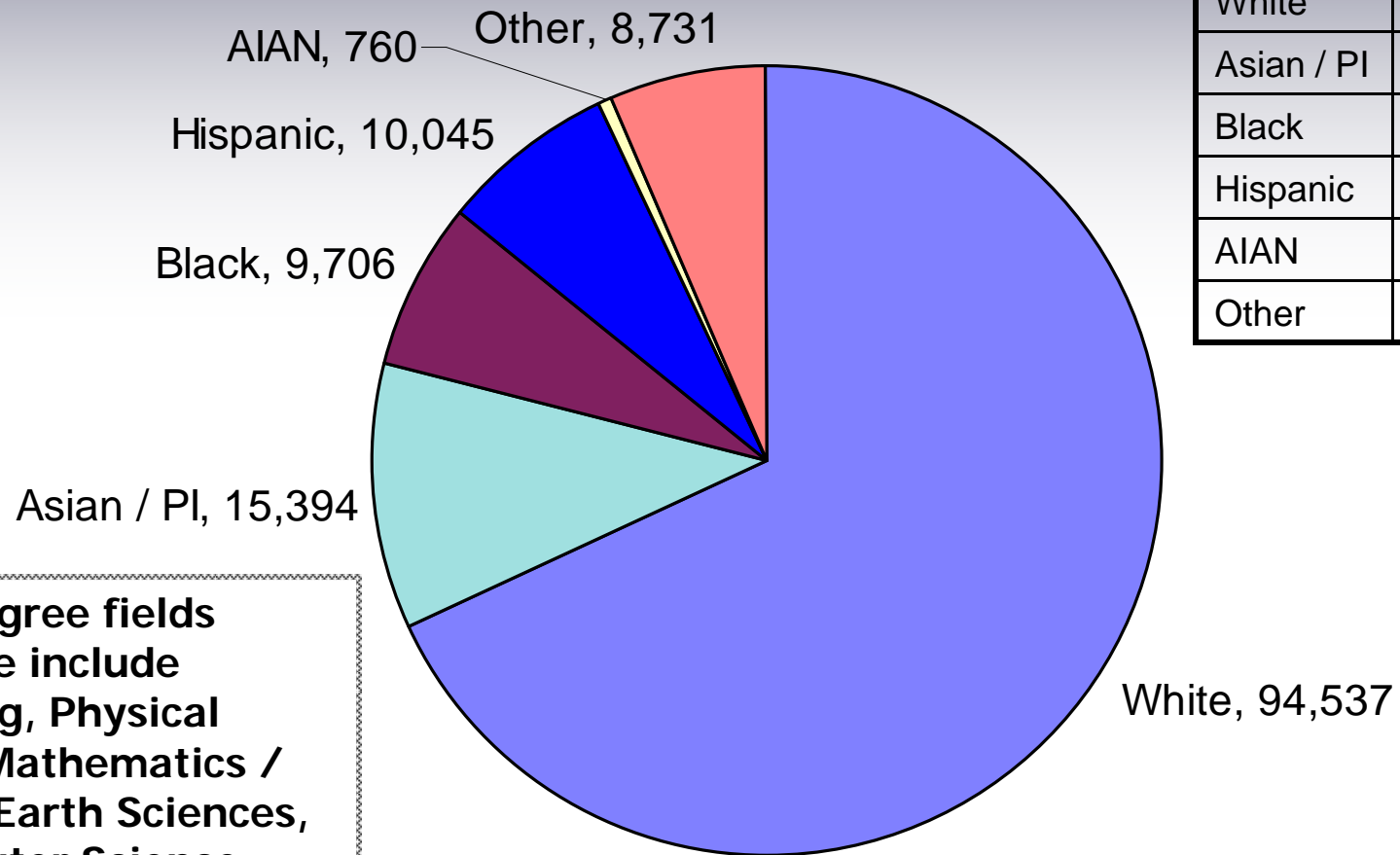


African-American, Asian, AIAN, NHPI does not include Hispanic ethnicity

Source: U.S. Census Bureau, Population Division, 2008 projections



STEM degree distribution follows college readiness trends

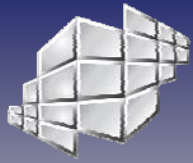


White	67.9%
Asian / PI	11.1%
Black	7.0%
Hispanic	7.2%
AIAN	0.5%
Other	6.3%

"STEM" Degree fields shown here include Engineering, Physical Sciences, Mathematics / Statistics, Earth Sciences, and Computer Science. Including Biological Sciences would increase STEM degrees by 55%.

National Science Foundation, Division of Sciences Resources Statistics, 2009

2/23/2010



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We bring 18 years' direct experience in strategic and operational workforce planning, workforce development, succession planning, strategic recruiting, and diversity management.